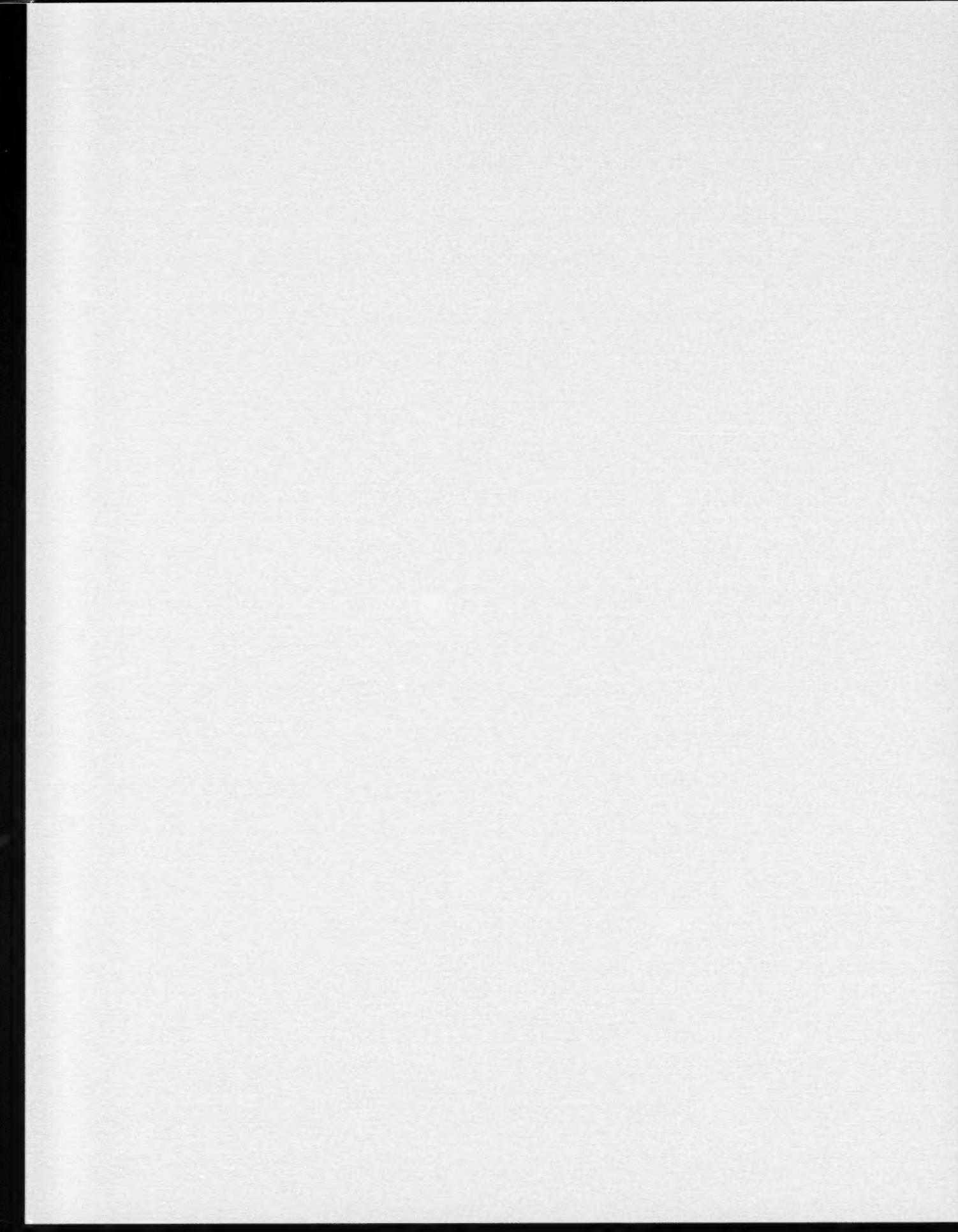




# Government of Nunavut

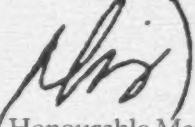
**2002-2003**

**Public Service Annual Report**

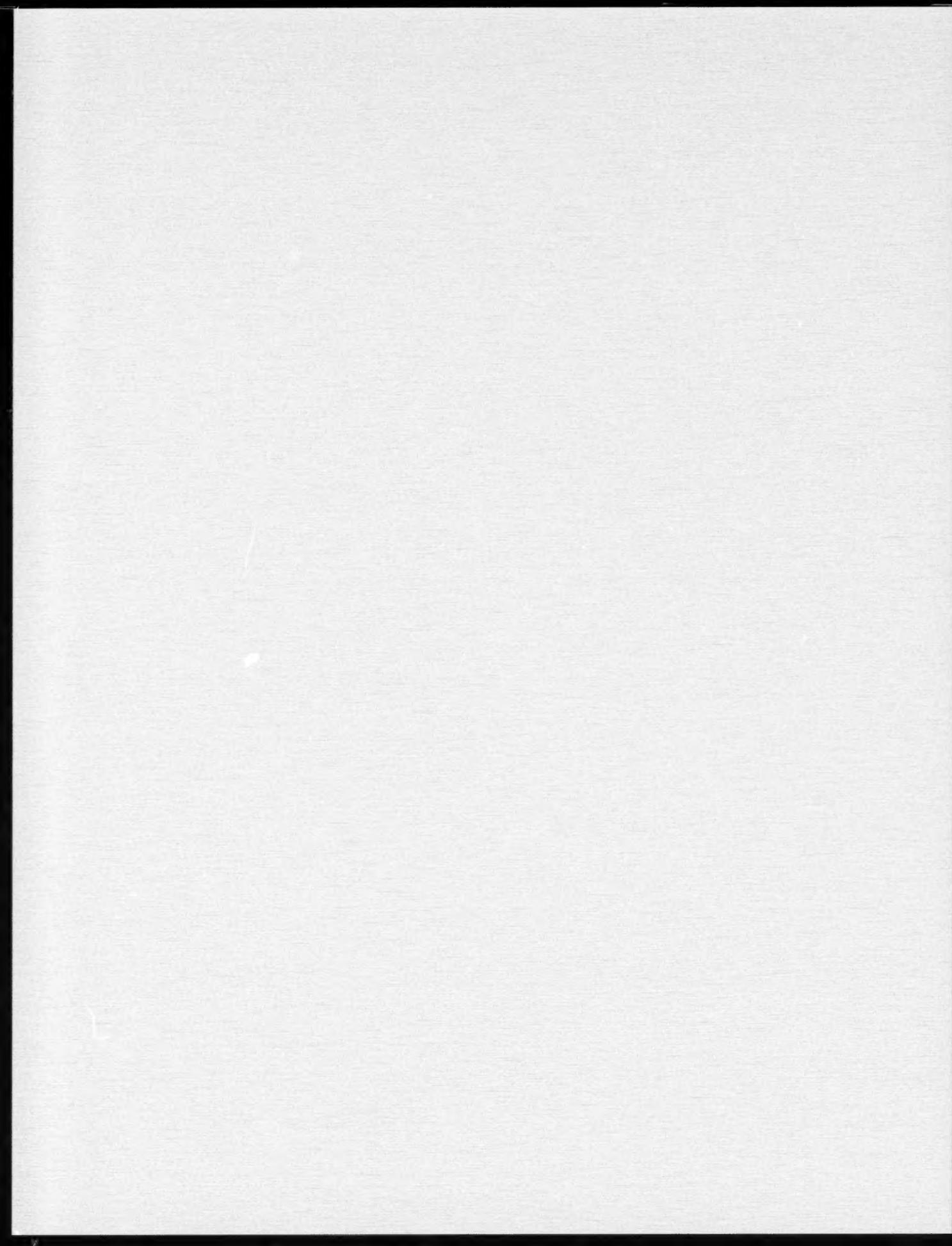


In accordance with Section 3(2) of the Public Service Act, I have the honour to submit the Public Service Annual Report for the period April 1, 2002 to March 31, 2003.

Respectfully Submitted,



The Honourable Manitok Thompson  
Minister of Human Resources



# Table of Contents

1. Message From The Minister .....	1
2. Inuit Employment Plan .....	3
3. Human Resources Development .....	7
4. Job Evaluation .....	18
5. Employee Relations .....	19
6. Human Resource Management System .....	21
7. Decentralization .....	22
8. Workforce Profile .....	23



# 1. Message From The Minister



The Government of Nunavut (GN) is committed to achieving excellence in the management of its public service. Through the Public Service Act and the guiding principles of the Bathurst Mandate, the GN provides programs and directions that support, develop and empower its employees. The Department of Human Resources plays a key role in helping to achieve these goals and is committed to providing efficient and effective human resources services to all departments, Nunavut Arctic College and Nunavut Housing Corporation.

The 2002-2003 Public Service Annual Report provides information on our GN workforce and highlights many of the year's accomplishments in terms of recruiting, retaining and developing our employees.

It is important to highlight that we continue to incorporate Inuit Qaujimajatuqangit (IQ) - customs, beliefs and values based on Inuit traditional knowledge - into our operations, programs and services. We remain open minded and creative in our approach to human resource policy development, as to ensure that both Inuit and contemporary forms of government are reflected and that our systems are designed to support Nunavummiut. We also endeavor to promote and integrate Inuit culture and language into the work environment.

We also are striving to develop a public service that is representative of the population of Nunavut through the implementation of human resource-related Inuit Employment Plan initiatives and Nunavut-based education programs.

It is particularly important for me to take this opportunity to recognize the contributions of our GN employees who play a critical role in serving the public and building a government that Nunavummiut will be proud of.

I hope you will find the 2002-2003 Public Service Annual Report both interesting and informative.

**NOTE:**

The sources of all statistics in this report are from data collected by the Department of Human Resources and payroll data from the Department of Finance. Workforce statistics do not include casual employees.

This report does not include statistics or information relating to the Nunavut Power Corporation and the Workers' Compensation Board of Nunavut.

## 2. Inuit Employment Plan

The Inuit Employment Plan (IEP) was developed by the Government of Nunavut to fulfill its obligations under Article 23 of the Nunavut Land Claims Agreement (NLCA). The Plan is designed to increase Inuit Beneficiary representation in the public service, thereby achieving a workforce that is representative of the population across all occupational categories.

The Department of Human Resources has been tracking statistics on a quarterly basis to determine the gap between Beneficiary and non-Beneficiary employment within the GN. The Department also prepares a quarterly report entitled "*Towards a Representative Public Service*," that details how many Beneficiaries are employed by the GN. This report is available on the GN web page ([www.gov.nu.ca](http://www.gov.nu.ca)).

Overall Beneficiary representation in the Government was at 41% in March 2003. Throughout the year, Beneficiary representation was highest in administrative and para-professional positions. Senior management, middle management and professional categories had the lowest representation. Departments have identified these groups as priority for education and training initiatives, as well as mentoring and succession planning programs.

Detailed trends and statistics on Beneficiary employment by community, department and occupational group are presented in the Workforce Profile section of this report.

### **Inuit Employment Plan Implementation Strategy**

In January 2000, the Government of Nunavut's Inuit Employment Plan was approved in-principle by Cabinet with direction that an Implementation Plan be developed. Over the past 2 years, the Department of Human Resources, in co-operation with the Interdepartmental Inuit Employment Implementation Plan Committee (IEIPC) and all GN departments, has been developing a GN-wide Implementation Strategy and individual Departmental Implementation Plans.

The Implementation Strategy will address the need to invest in Nunavut's human capital now and in the future and will build on the strength and experience of current employees to mentor and support new employees. It will be a blueprint for a five-year plan for the period 2003-2008 and will include defined targets and timelines for reaching an achievable representation (between 50 and 60%) by 2008. It is anticipated that the Strategy will be completed in 2003.

## **Establishing IEP Positions within the Department of Human Resources**

Recognizing the importance of managing, monitoring and evaluating the GN's implementation of its Inuit Employment Plan, the Department of Human Resources has hired an Inuit Employment Plan Manager and has created 4 additional IEP-specific positions to be recruited in 2003-2004.

The functions of the new positions include communications; collecting and analyzing information related to Beneficiary employment; monitoring departmental compliance to Article 23 obligations; reporting on gaps, variances and barriers; implementing changes to corporate practices (i.e. writing job descriptions); promoting the use of competency-based human resource management and incorporating Inuit Qaujimajatuqangit and Inuktut into work practices.

## **Article 23 Bilateral Working Group**

Under the Clyde River Protocol Agreement, the Government of Nunavut and Nunavut Tunngavik Incorporated (NTI), agreed to work cooperatively on issues of mutual concern. As such, an Article 23 Bilateral Working Group was formed between the two parties in March 2002. The purpose of the bi-lateral working group is to provide recommendations and advice to GN and NTI on matters related to increasing and maintaining Inuit employment in the GN. The mandate of the Working Group has been extended past its original sunset date of March 31, 2003, so that the Inuit Employment Plan Implementation Strategy can be reviewed.

## **Employment Systems Review**

To meet obligations set out in the Nunavut Land Claims Agreement, the Government of Nunavut has undertaken an Employment Systems Review to identify and analyze human resources policies, procedures and practices that potentially slow the recruitment and employment of Beneficiaries to GN positions and slow the promotion and development opportunities of Beneficiary employees. A consultant was retained by the Department of Human Resources to conduct the review and make recommendations for revision and changes in current human resources practices. The review was completed in March 2003 and next steps include a comprehensive review by the Department of the recommendations and development of a strategy to remove the identified barriers.

## **"Sivuliqtiksat"- Management Development Program**

In January 2003, the Department of Human Resources launched a 2-year management development program aimed to prepare Beneficiaries to assume management roles in the GN public service. This succession planning initiative addresses the current under-representation of Beneficiaries in director/manager positions (20% at March 31st, 2003).

At the end of March 2003, a total of 10 Interns were hired and were actively completing their learning plan objectives through on-the-job training, workshops and courses, distance education courses and formal classroom learning. Orientation, mentoring and a work exchange program are additional components of this program.

## **Summer Student Employment Program**

The Government of Nunavut's Summer Student Employment Program is designed to encourage Nunavut youth to continue with their education and provide students with meaningful summer work placements in the GN.

The 2002 program saw a total of 141 students participate in the program (59% of whom were Beneficiary). Priority placement was given to Nunavut high school and college students, as well as Nunavummiut who are studying in post secondary institutions outside of the territory.

## **Akitsiraq Law School**

Akitsiraq Law School is an accredited law school (L.L.B) program operated in partnership between the Akitsiraq Law School Society, University of Victoria Faculty of Law and Nunavut Arctic College. The Government of Nunavut, Justice Canada, RCMP and 3 regional Inuit Associations provide sponsorship support to students during the course of their education. The Akitsiraq Law School is a Canadian first - an aboriginal law school based outside a major university, focusing on the educational needs of Inuit in Nunavut.

Following an extensive, 2-year planning effort, Akitsiraq Law School opened its doors in September 2001 with 15 Inuit students enrolled. At March 31st, 2003, the Program continues to have a high level of retention with 13 students remaining in the program.

A cooperative work experience model has been adopted during breaks in the term to provide opportunities to apply academic legal studies. Work placements vary from private firms and legal aid clinics to legal offices within Government.

## **Competency-Based Human Resource Management System**

One of the objectives of the Inuit Employment Plan is to implement a Competency-Based Human Resource Management System throughout the Government of Nunavut. A competency development project, which includes review and refinement of core, cultural, departmental and cross-departmental competencies that were developed in 2001-02, as well as the development of occupational/job specific competencies needed within the Government of Nunavut, is well underway. A Steering Committee was formed in early 2003 to oversee this project. Various interdepartmental focus groups will assist in identifying occupation and job specific competencies. This project will run concurrently with the GN-wide Human Resource Information and Payroll System (HRIPS) now being implemented (refer to Section 6 of this report).

### **Job Description Audits**

One of the key areas of the Employment Systems Review was to look at how GN departments prepare job descriptions. The review made a number of recommendations regarding the removal of artificially inflated requirements in education and experience needed to do a specific job in the GN.

The Department of Human Resources has hired staff to assist departments in a critical review of all job descriptions to ensure that competencies (knowledge, skills and abilities) form the basis of qualifications for positions rather than the dependence on education and years of experience. The complete review of all job descriptions is expected to take at least two full years and needs to be integrated with other human resources initiatives.

### 3. Human Resources Development

The Government of Nunavut is committed to developing a competent and qualified public service, representative of the population it serves, through effective and efficient human resource development and management. In keeping with this commitment, the Department of Human Resources places great emphasis on recruiting, retaining and developing GN employees.

#### **Recruitment**

##### ***Staffing Capacity***

The Government of Nunavut continues to build its capacity. As of March 2003, there were 2873 full time positions within GN and there were 2387 full time employees. Overall staffing capacity was at 83%. In comparison, the staffing capacity of GN in March 2002 was 77% with 2927 full time positions and 2253 full time employees.

The following tables present a 2-year staffing capacity summary by community, department and occupational category.

## Capacity Distribution by Community

COMMUNITY	March 2002				March 2003			
	Total Positions	Filled	Vacant	% Capacity	Total Positions	Filled	Vacant	% Capacity
<b>BAFFIN</b>	1829	1378	451	75%	1804	1460	344	81%
Arctic Bay	39	34	5	87%	36	31	5	86%
Cape Dorset	92	69	23	75%	87	66	21	76%
Clyde River	42	36	6	86%	38	35	3	92%
Grise Fiord	17	13	4	76%	12	10	2	83%
Hall Beach	34	27	7	79%	33	28	5	85%
Igloolik	128	87	41	68%	131	100	31	76%
Iqaluit	1129	841	288	74%	1143	918	225	80%
Kimmirut	34	28	6	82%	30	25	5	83%
Nanisivik	16	10	6	63%	11	8	3	73%
Pangnirtung	98	78	20	80%	100	84	16	84%
Pond Inlet	109	84	25	77%	102	84	18	82%
Qikiqtarjuaq	30	23	7	77%	26	23	3	88%
Resolute Bay	23	14	9	61%	18	15	3	83%
Sanikiluaq	38	34	4	89%	37	33	4	89%
<b>KIVALLIQ</b>	624	519	105	83%	633	548	85	87%
Arviat	146	126	20	86%	158	138	20	87%
Baker Lake	94	81	13	86%	94	79	15	84%
Chesterfield Inlet	24	18	6	75%	24	21	3	88%
Coral Harbour	35	32	3	91%	40	36	4	90%
Rankin Inlet	281	222	59	79%	270	232	38	86%
Repulse Bay	26	25	1	96%	27	25	2	93%
Whale Cove	18	15	3	83%	20	17	3	85%
<b>KITIKMEOT</b>	450	338	112	75%	422	366	56	87%
Bathurst Inlet	1	1	0	100%	1	1	0	100%
Cambridge Bay	188	135	53	72%	173	154	19	89%
Gjoa Haven	68	56	12	82%	70	60	10	86%
Kugluktuk	120	90	30	75%	110	88	22	80%
Kugaaruk	34	26	8	76%	31	28	3	90%
Taloyoak	38	29	9	76%	36	35	1	97%
Umingmaktok	1	1	0	100%	1	0	1	0%
<b>OTHER</b>	24	18	6	75%	14	13	1	93%
Winnipeg	7	6	1	86%	8	7	1	88%
Churchill	14	9	5	64%	3	3	0	100%
Ottawa	3	3	0	100%	3	3	0	100%
<b>TOTAL ALL</b>	2927	2253	674	77%	2873	2387	486	83%

## Capacity Distribution by Department

DEPARTMENT	March 2002				March 2003			
	Total Positions	Filled	Vacant	% Capacity	Total Positions	Filled	Vacant	% Capacity
Community Government & Transportation	183	144	39	79%	189	138	51	73%
Culture, Language, Elders & Youth	41	28	13	68%	52	34	18	65%
Education	933	857	76	92%	946	870	76	92%
Executive & Intergovernmental Affairs	44	36	8	82%	49	36	13	73%
Finance	148	98	50	66%	161	122	39	76%
Health & Social Services	682	417	265	61%	564	463	101	82%
Housing Corporation	59	48	11	81%	70	56	14	80%
Human Resources	58	51	7	88%	69	59	10	86%
Justice	197	145	52	74%	210	166	44	79%
Legislative Assembly	31	25	6	81%	32	24	8	75%
Nunavut Arctic College	160	110	50	69%	132	118	14	89%
Public Works & Services	234	175	59	75%	233	185	48	79%
Sustainable Development	157	119	38	76%	166	116	50	70%
<b>TOTAL OF GN DEPARTMENTS</b>	<b>2927</b>	<b>2253</b>	<b>674</b>	<b>77%</b>	<b>2873</b>	<b>2387</b>	<b>486</b>	<b>83%</b>

## Capacity Distribution by Occupational Category

OCCUPATIONAL CATEGORY	March 2002				March 2003			
	Total Positions	Filled	Vacant	% Capacity	Total Positions	Filled	Vacant	% Capacity
Executive	36	36	0	100%	33	31	2	94%
Senior Management	123	113	10	92%	120	106	14	88%
Middle Management	303	235	68	78%	353	296	57	84%
Professional	964	791	173	82%	970	838	132	86%
Paraprofessional	1005	714	291	71%	943	747	196	79%
Administrative Support	496	364	132	73%	454	369	85	81%
<b>TOTAL</b>	<b>2927</b>	<b>2253</b>	<b>674</b>	<b>77%</b>	<b>2873</b>	<b>2387</b>	<b>486</b>	<b>83%</b>

## **Staffing**

For the 2002-2003 fiscal year, job competitions were held for 708 positions. This number does not include teaching and specialized health care positions. Nor does it include casual positions, direct appointments and transfers.

During this period, a total of 9,105 individuals applied for the 708 advertised positions. Of the 708 positions advertised, 447 positions were filled. A total of 71 positions were cancelled or re-advertised. The remaining competitions were not completed by end of the fiscal year.

A breakdown of job applicants and hires by gender and Beneficiary status is contained below.

### **Job Competitions**

<b>POSITIONS ADVERTISED</b>	<b>708</b>								
		<b>Male</b>	<b>%</b>	<b>Female</b>	<b>%</b>	<b>Beneficiary</b>	<b>%</b>	<b>Non-Beneficiary</b>	<b>%</b>
<b>Applicants</b>	<b>9105</b>	5085	56%	4020	44%	1464	16%	7641	84%
<b>Actual Hires</b>	<b>447</b>	178	40%	269	60%	182	41%	265	59%

## **Casuals**

The Government of Nunavut hires casual employees to complete temporary assignments within departments. For example, casuals could work on special projects, help with an unusual volume of work or fill in for employees on leave. Departments are to plan in advance if possible for the hiring of casual employees based on anticipated workload, staff absences etc.

At March 31, 2003, there were approximately 400 casuals working for the GN. This number is very high given the size of the GN Public Service. The majority of casual employees were located in Iqaluit and were working in health and social services related positions.

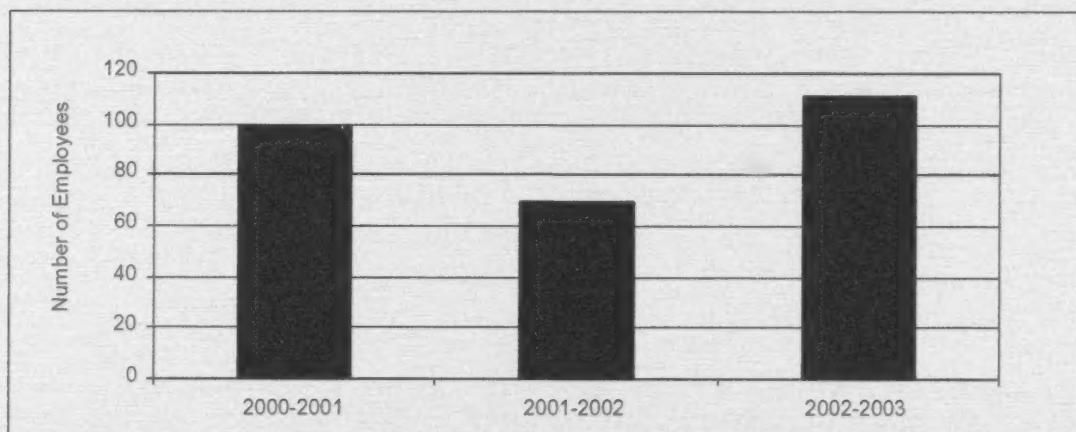
The Department of Human Resources is currently developing a casual staffing process that will enable the GN to manage casual employment in a more effective and progressive manner, while increasing Beneficiary levels of employment in the public service.

## ***Direct Appointments***

The Direct Appointment process is used by the GN, in certain circumstances, to achieve a qualified and representative public service. Direct Appointments support fair and equitable career development and support the GN's Priority Hiring Policy. Direct Appointments are also used in situations where the regular recruitment process has been unsuccessful with filling hard to staff positions. Cabinet approves all Direct Appointments.

During the 2002-2003 fiscal year, Cabinet approved a total of 111 Direct Appointments. Of the 111 Direct Appointment approved, 89 were for Beneficiaries (representing 80% of all Direct Appointments).

### **Direct Appointments**



## **Employee Retention**

### ***Turnover***

The turnover rate of employees who have left the GN has decreased from 28% in 2001 to 19% in 2002. Although the turnover rate has been significantly reduced, retention of existing GN employees remains a key challenge for the GN.

The Department of Human Resources is implementing strategies to address the issue of staff retention and continues to provide departments and managers with tools to retain employees through orientation programs, workplace wellness, learning and development initiatives and employee recognition programs.

Details on employee turnover rates can be found in the Workforce Profile section of this report.

### ***Employee Orientation Program***

The Government of Nunavut's Employee Orientation Program (EOP) is designed to provide all new GN employees with a general orientation to Nunavut, its language and culture, GN departments and pay and benefits information. This orientation complements each department's internal orientation initiatives.

During 2002-2003, EOP sessions were delivered in Iqaluit, Pangnirtung, Cape Dorset, Cambridge Bay, Kugluktuk, Gjoa Haven, Taloyoak and Kugaaruk.

The Department of Human Resources continued to develop a self-directed CD ROM for new GN employees. A sample CD was completed in March 2003 and the final version will be formally launched later in the year.

### ***"Made in Nunavut" Workplace Wellness Strategy***

The Government of Nunavut is committed to investing in its people and promoting a healthy and harmonious workplace. The current Workplace Wellness Program consists primarily of a confidential, 24-hour, toll-free telephone counselling service available to all employees and their family members. This service is provided from Ottawa through a Memorandum of Understanding with Health Canada.

The following table shows utilization rates of the Workplace Wellness Program's telephone counselling service from April 2002 to March 2003.

### Workplace Wellness Program - Telephone Counselling Utilization Rates

<b>EMPLOYEE POPULATION</b>		
Employees using service	89	
Utilization rate	4%	
<b>CLIENT CATEGORY</b>		
Client	83	93.3 %
Family	6	6.87 %
<b>TOTAL</b>	<b>89</b>	<b>100.0%</b>
<b>CLIENT GENDER</b>		
Females	55	62.0 %
Males	34	38.0 %
<b>TOTAL</b>	<b>89</b>	<b>100.0%</b>
<b>AGE DISTRIBUTION OF CLIENTS</b>		
20 – 29	10	11.0 %
30 – 39	33	37.0 %
40 – 49	23	26.0 %
50 – 59	23	26.0 %
<b>TOTAL</b>	<b>89</b>	<b>100.0%</b>
<b>REFERRED BY</b>		
Self	62	69.7 %
Supervisor/Manager	7	7.9 %
Family	5	5.6%
Union	1	1.1 %
Peer	2	2.2 %
Promotional Material	12	13.5 %
<b>TOTAL</b>	<b>89</b>	<b>100 %</b>
<b>ASSESSMENT TYPE</b>		
Substance Abuse (Self)	7	7.8 %
Family / Marital	34	38.2 %
Psychological Health	24	27.0 %
Career	3	3.4 %
Conflict / Peer	3	3.4 %
Conflict / Super	6	6.7 %
Work Related	12	13.5 %
<b>TOTAL</b>	<b>89</b>	<b>100.0%</b>

Recognizing that a more comprehensive and culturally relevant program is required, a contract was awarded in 2002 for the development of a customized, Nunavut-based approach to workplace wellness that ensures that services provided to employees and their families will be appropriate, effective and will build on existing northern programs and services. The first phase of the strategy development is complete and the Department is currently reviewing the results and determining timelines and deliverables for additional phases.

### ***Long Term Service Awards***

The Government of Nunavut recognizes the contribution of employees who have served long periods of uninterrupted employment within the public service. Long Term Service Awards ceremonies are held every two years to recognize the ongoing dedication of GN employees. Award ceremonies were held in many communities across Nunavut in 2002-2003. Approximately 490 GN employees received long term service awards for 5, 10, 15, 20, 30 and even 35 years of continuous service. Long Term Service Awards will next be presented in 2004-2005.

## **Employee Development**

### ***Learning and Development Opportunities***

The Government of Nunavut recognizes that learning is essential for both organizational growth and employee development. The Department of Human Resources' Training and Development Division is committed to providing diverse learning and development opportunities and events to improve the skill level and knowledge base of GN employees.

Throughout the year, the Department of Human Resources offered formal learning activities in all regions and in most communities in Nunavut. Special emphasis and priority was given to holding events in communities where there are incremental or decentralized positions, such as Cape Dorset, Pangnirtung, Pond Inlet, Igloolik and Kugluktuk.

## Participation by Region 2002-2003

REGION	Participants	%
Iqaluit	671	57%
Kitikmeot	227	19%
Kivalliq	48	4%
Qikiqtaaluk	238	20%
<b>TOTAL</b>	<b>1184</b>	<b>100%</b>

\* Due to the large number of GN staff, Iqaluit has been listed separately.

These short learning opportunities are designed to improve employees' abilities in their current positions and to help prepare them for career progression. Learning activities included computer applications, office procedures, project management, financial management, presentation skills, government writing and alternative dispute resolution.

### **Inuktitut/Inuinnaqtun Language Training**

The Department of Human Resources, in partnership with Nunavut Arctic College and CLEY, continues to deliver an Inuktitut/Inuinnaqtun language training program for GN employees. All new GN employees who are not conversant in Inuktitut/Inuinnaqtun are required to participate in the program to acquire rudimentary language skills.

#### Language Training Participants 2002-2003

COMMUNITIES	Region	# of participants	Level
Artic Bay	Qikiqtaaluk	5	I
Cape Dorset	Qikiqtaaluk	9	I
Hall Beach	Qikiqtaaluk	14	I
Iqaluit	Qikiqtaaluk	101	I
Iqaluit	Qikiqtaaluk	25	II
Pangnirtung	Qikiqtaaluk	2	I
Cambridge Bay	Kitikmeot	7	I
Gjoa Haven	Kitikmeot	8	I
<b>Total</b>		<b>171</b>	

The cost of running the 2002-2003 language program was \$135,000. In some communities, evening courses were offered to accommodate teachers, nurses, and college instructors. Dialect and curriculum changes were made for programs offered in decentralized communities. A more advanced level Inuktitut course was implemented in January 2002 in Iqaluit and will be provided in other communities as demand increases.

## ***Specialized Training Initiative***

The Specialized Training Initiative was in its third year in 2002-2003. The purpose of this program is to assist departments in funding training that develops technical, job-specific competencies and address the unique learning needs of a department, division or position. Departments are responsible for proposal development as well as the design, coordination and administration of training. The program budget was \$ 250,000, which supported a total of 9 training events.

### **2002-2003 Specialized Training Initiatives**

<b>SPECIALIZED TRAINING PROGRAM</b>	<b>Department</b>	<b>Participants</b>	<b>Beneficiary Participation</b>
1 AutoCad Training	Housing Corporation	3	0
2 IATA Dangerous Goods Certification	Public Works & Sustainable Development	10	6
3 Polar Bear Immobilization	Sustainable Development	9	2
4 Fire Investigation Level 1	Community Government & Transportation	25	17
5 HR Resource Partner Training	Human Resources	10	4
6 X-Ray Technician	Health & Social Services	8	4
7 Tribes TLC	Education	12	3
8 Leadership 2000	Justice	8	2
9 Suicide Intervention	Justice	6	1
<b>TOTAL</b>		<b>91</b>	<b>39</b>

### **Certificate in Nunavut Public Service Studies**

The Department of Human Resources partnered with Carleton University and Nunavut Arctic College to develop a Certificate in Nunavut Public Service Studies. The Certificate is customized to the needs of the GN, its departments and its employees. This customization includes an innovative mix of pedagogy, tailored curriculum with a Nunavut focus, and course delivery by faculty members who have a long-term commitment to northern research and education.

This Certificate program is equivalent to one year of a Bachelor's degree program. The first course of the Certificate, "The History of Northern Canada", was offered from January to April 2003 with a total of 25 employees registered.

Special cooperative efforts by Nunavut Arctic College, Carleton University and the GN Department of Human Resources permitted the first course to be offered by distance delivery in Arviat and Cambridge Bay as well.

A GN Advisory Committee was established to periodically review the program and make recommendations concerning delivery methods, as well as linguistic and cultural issues.

## • 4. Job Evaluation

The Department of Human Resources' Job Evaluation Division has the responsibility of rating or evaluating all non-teaching position descriptions in the public service using the Hay Job Evaluation System to promote consistent, affordable and fair rates of pay for public servants.

A total of 1,255 Job Evaluation Actions were processed during 2002-2003. Additionally approximately 2,600 Casual Staffing Actions were processed for assignment of an appropriate pay range.

### **Bilingual Bonus / Policy Review**

The current bilingual bonus program was transferred from the GNWT. Under this program, an employee may receive a bilingual bonus of \$1,500 per year when they use more than one of the official languages of Nunavut in their job. To receive the bonus, the employee's position must be established as eligible. An employee is eligible for receiving the bonus if the duties of the job as outlined in the job description would be benefited by the use of more than one of the official languages. The language must also serve members of the community or region.

The Government of Nunavut has a clearly expressed mandate to make Inuktitut / Inuinnaqtun its working language. An Interdepartmental Committee has been established to review both the existing Bilingual Bonus Policy and how a bilingual bonus should be administered within the GN. The focus of the review is to ensure the program continues to compensate those public servants who use more than one of the official languages in the course of their duties. The intent of the program will also be to serve as an instrument of support in moving towards Inuktitut/Inuinnaqtun as the working language of government.

# 5. Employee Relations

## **Integration of Health and Safety, Workplace Wellness and Employee Relations**

In order to provide timely, responsive and accessible service to GN employees, the former Labour Relations Division expanded its mandate in June 2002 to include occupational health and safety, as well as workplace wellness. The Division was also renamed to "Employee Relations."

This integrated and holistic approach to workplace health, safety and wellness will ensure that the Government of Nunavut fulfills its legal obligations in terms of occupational health and safety, while at the same time improving the sense of well-being for employees and their families through an expanded Workplace Wellness Program.

### **Collective Bargaining**

#### ***Federation of Nunavut Teachers***

In the Fall of 2002, the Government of Nunavut reached a new collective agreement with the Federation of Nunavut Teachers (FNT), which represents approximately 630 members. The new collective agreement is for a period of three years, expiring June 30, 2005. On an accumulated basis the salary offer represents an approximate 9.54% increase over the life of the agreement. It also includes increases to its Nunavut Northern Allowance that vary depending upon the employee's community of residence. There are also enhancements to Maternity and Parental Leave, the Education Leadership Program and Acting Duties Allowance. In recognition of the unique nature of the teaching profession, a professional allowance will be provided to teachers during the life of the agreement.

#### ***Nunavut Employees Union***

The three-year collective agreement between the Government of Nunavut and the Nunavut Employees Union (NEU), covering approximately 1200 employees, expired on March 31, 2003.

Consultations with GN departments in preparation of a negotiation strategy were scheduled for April 2003. Collective bargaining is tentatively planned to commence in 2003 with the Director of Employee Relations appointed as Chief Negotiator for the GN.

## Grievances and Arbitration

The grievance and arbitration processes are used to resolve disputes between employees or the unions and the Government of Nunavut.

The Department of Human Resources continues to work with departments, the NEU and the FNT on improving grievance procedures to allow for meaningful discussion to proactively resolve workplace issues.

### Active grievances at March 31<sup>st</sup>, 2003

	Policy Grievance	Group Grievance	Individual Grievance	Total
NEU	21	1	69	91
FNT	1	0	4	5

**Policy Grievance:** (also referred to as the Union Grievance). Where the union brings forth a complaint alleging a breach of the collective agreement. The more persons who are being dealt with by a grievance, the more it appears to be a policy grievance.

**Group Grievance:** a number of individual grievances that center on the same basic set of facts. Filed by the union, on behalf of all of the grievors.

**Individual Grievance:** a grievance that affects the individual grievor. Filed by one person, either by that person, or by the union on behalf of that person.

## Staffing Appeals

The Department of Human Resources provides a staffing appeals process to eligible appellants. The staffing appeals process allows an employee or Beneficiary who has applied on a position in the NEU bargaining unit to request a review of the competition if the applicant feels that the competition was improperly conducted. The Department's 3 regional offices have the capacity to deliver staffing appeals hearings. An appeal hearing provides an objective review of the staffing process. The total number of appeals in 2002-2003 was 16.

### Staffing Appeals 2002-2003

REGION	Total	Withdrawn	Denied	Upheld
Iqaluit	4	0	3	1
Qikiqtaaluk	1	0	1	0
Kivalliq	4	0	4	0
Kitikmeot	7	0	7	0
<b>Total</b>	<b>16</b>	<b>0</b>	<b>15</b>	<b>1</b>

## 6. Human Resource Management System

The Department of Human Resources inherited the GNWT's Human Resource Information System in April 1999. This system was outdated, was not Y2K compliant, and was not serviced past December 1999. As a result, the Department maintained a series of manual and electronic databases making retrieval of information limiting, difficult and time consuming.

At this time, GN has implemented an interim Human Resource Information System (ADP - Human Resource Partner), which became operational in July 2002. It is not linked with the ADP payroll system and has limited capabilities. Continuous data verification is being undertaken to ensure integrity of data.

The Government of Nunavut still requires an integrated Human Resource Information and Payroll System to respond to inquiries, provide statistical analysis of the Public Service, and report on all aspects related to payroll, positions etc. An integrated HR/Payroll system was purchased and is being implemented in phases by a project team represented by the Departments of Finance, Public Works and Human Resources. The first phase of implementation began in January 2003, and the system is scheduled to go live in December 2003.

## • 7. Decentralization

The Government of Nunavut's commitment to decentralization reflects the expectations and priorities identified by Nunavummiut. Decentralization ensures that Nunavummiut benefit directly from the establishment of significant government operations at the community level. This initiative also brings government closer to the people, while increasing employment and training opportunities in the communities.

The first and second phases of decentralization, implemented in 2000 and 2001, saw a total of 133 positions that were transferred out of Iqaluit.

### Decentralization – Phases I and II

DEPARTMENT	Community	Positions
Community Government & Transportation	Cape Dorset	25
Education	Pangnirtung	15
Finance	Igloolik	17
Health & Social Services	Pangnirtung	25
Nunavut Arctic College	Arviat	13
Public Works & Services	Pond Inlet	30
Sustainable	Pond Inlet	8
<b>Total Positions</b>		<b>133</b>

The Government of Nunavut introduced its plans for implementing Phase III of the Decentralization Plan in May 2002. Decentralization activities throughout fiscal year 2002-2003 saw the Department of Sustainable Development move positions to Igloolik, Pangnirtung and Pond Inlet. The Department of Education's Qikiqtani School Operations decentralized to Pond Inlet and Nunavut Housing Corporation moved its Baffin District office from Iqaluit to Cape Dorset.

The Government of Nunavut also announced its plans to establish the Qulliq Energy Corporation. The Corporation would be headquartered in Baker Lake and would include the creation or decentralization of 13 new or decentralized positions in that community.

One of the key objectives of decentralization is to provide employment and training opportunities at the community level. Recruitment drives and job fairs have been held in decentralized communities to ensure local residents are aware of positions and receive information about how to apply to jobs in the GN. As part of their decentralization implementation plans, departments have also created on-the-job training opportunities for Beneficiaries.

## 8. Workforce Profile

The information contained in this section of the report is extracted from March 2002 and March 2003 payroll data and the March 2001, 2002 and 2003 issues of "Towards a Representative Public Service." Job competition information is extracted from Human Resources' job competition database.

The Department of Human Resources is continuing to enhance information collection mechanisms through the development and implementation of its new HR/Payroll system.

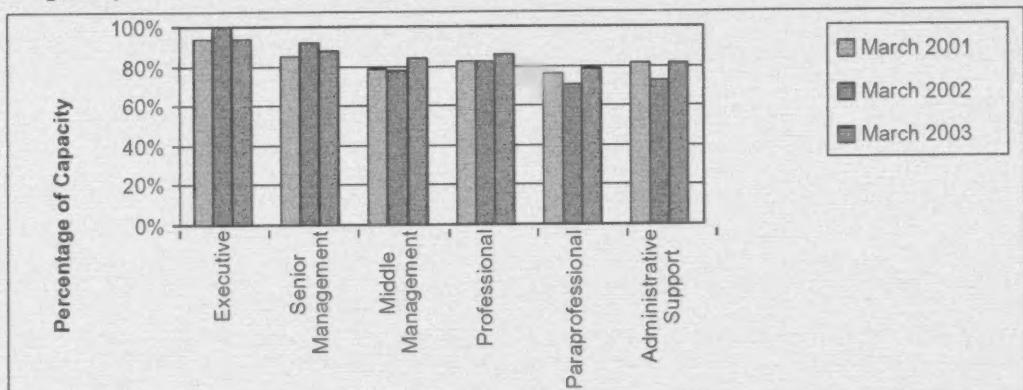
In March 2003, the average full-time employee was 41 years of age, earned approximately \$64,000 a year and had 5 years of continuous service in the GN\*. The average Beneficiary male employee was 42 years of age, earned approximately \$58,000 a year and had 8 years of continuous service. The average Beneficiary female employee was 40 years of age, earned approximately \$54,500 a year and had 6.5 years of continuous service. In the non-Beneficiary group, the average male employee was 42 years of age, earned approximate \$73,000 a year and had 4.5 years of continuous service. The average female employee was 40 years of age, earned \$65,000 a year and had 4 years of continuous service.

\*Includes GNWT service prior to 1999

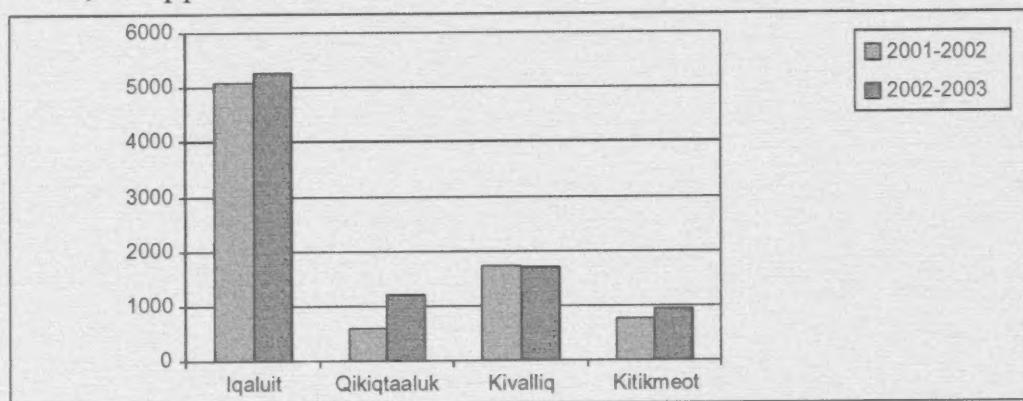
### Staffing Capacity



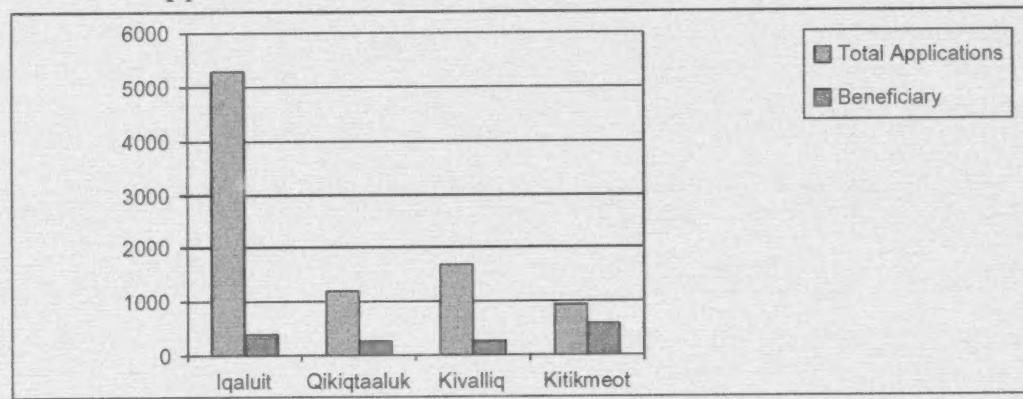
## Capacity Distribution by Occupational Category



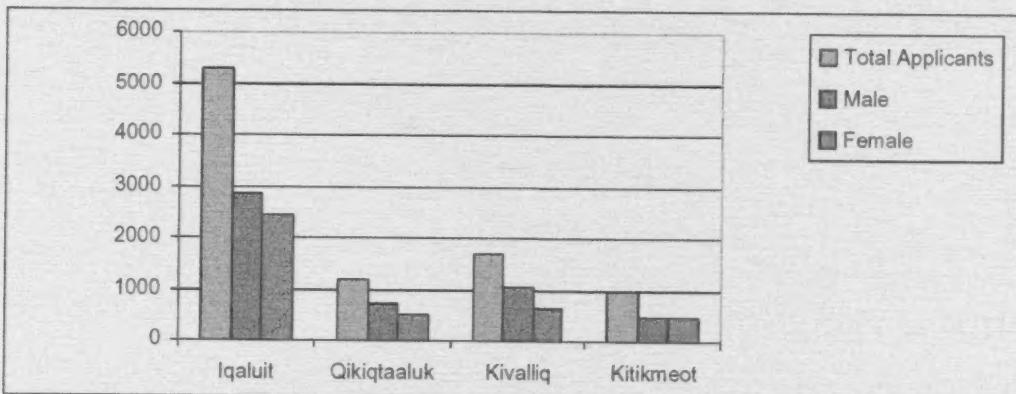
## Total Job Applications



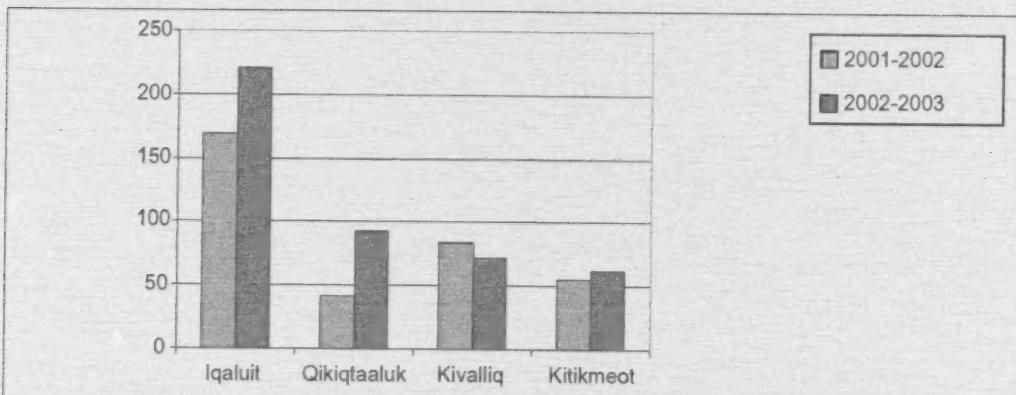
## Total Job Applicants – 2002/2003



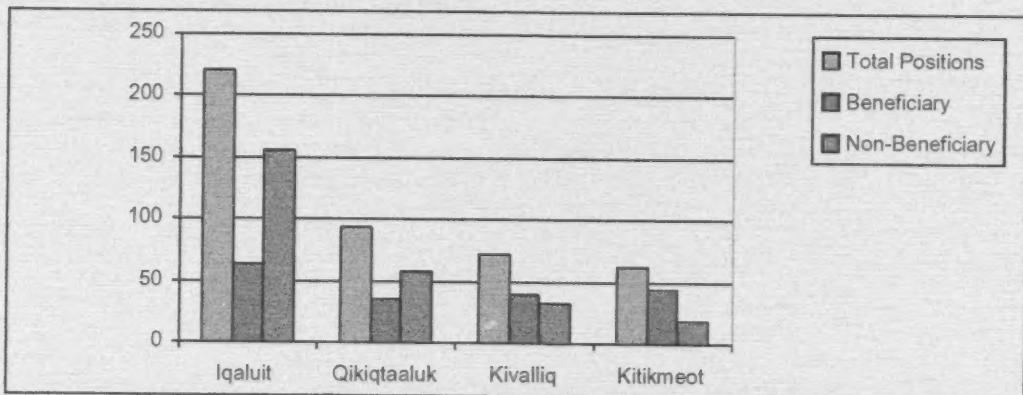
## Applicants by Gender – 2002/2003



## Total Hires



## Total Hires 2002/2003



## Beneficiary Employment By Community

COMMUNITY	March 2002			March 2003		
	Total Positions Filled	Beneficiary Employees	% Beneficiary Employees	Total Positions Filled	Beneficiary Employees	% Beneficiary Employees
BAFFIN	1378	521	38%	1460	547	37%
Arctic Bay	34	20	59%	31	16	52%
Cape Dorset	69	31	45%	66	31	47%
Clyde River	36	18	50%	35	17	49%
Grise Fiord	13	6	46%	10	4	40%
Hall Beach	27	14	52%	28	13	46%
Igloolik	87	40	46%	100	58	58%
Iqaluit	841	240	29%	918	256	28%
Kimmirut	28	14	50%	25	14	56%
Nanisivik	10	7	70%	8	6	75%
Pangnirtung	78	45	58%	84	50	60%
Pond Inlet	84	46	55%	84	48	57%
Qikiqtarjuaq	23	15	65%	23	13	57%
Resolute Bay	14	5	36%	15	4	27%
Sanikiluaq	34	20	59%	33	17	52%
KIVALLIQ	519	252	49%	548	267	49%
Arviat	126	66	52%	138	74	54%
Baker Lake	81	39	48%	79	37	47%
Chesterfield Inlet	18	9	50%	21	14	67%
Coral Harbour	32	20	63%	36	22	61%
Rankin Inlet	222	99	45%	232	101	44%
Repulse Bay	25	11	44%	25	11	44%
Whale Cove	15	8	53%	17	8	47%
KITIKMEOT	338	156	46%	366	168	46%
Bathurst Inlet	1	1	100%	1	1	100%
Cambridge Bay	135	56	41%	154	65	42%
Gjoa Haven	56	30	54%	60	33	55%
Kugluktuk	90	40	44%	88	40	45%
Kugaaruk	26	13	50%	28	12	43%
Taloyoak	29	15	52%	35	17	49%
Umingmaktok	1	1	100%	0	0	-
OTHER	18	6	33%	13	7	54%
Winnipeg	6	3	50%	7	4	57%
Churchill	9	2	22%	3	2	67%
Ottawa	3	1	33%	3	1	33%
<b>TOTAL ALL</b>	<b>2253</b>	<b>935</b>	<b>42%</b>	<b>2387</b>	<b>989</b>	<b>41%</b>

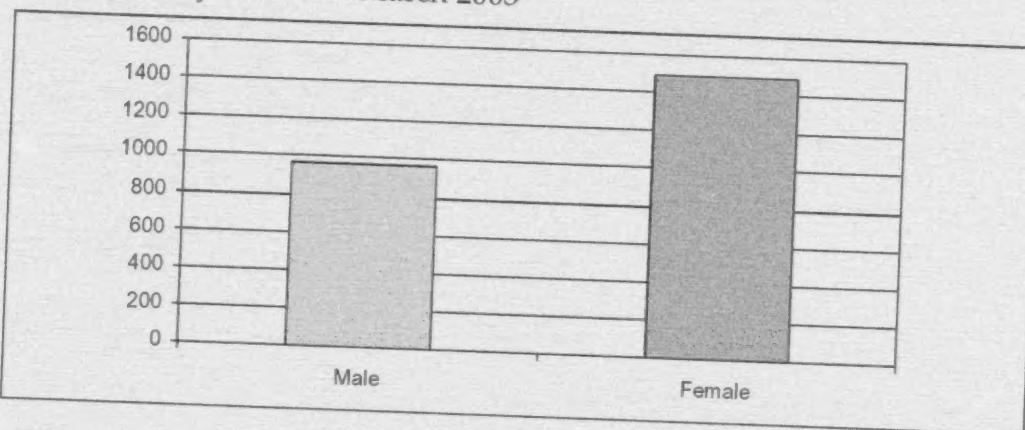
## Beneficiary Employment By Department

DEPARTMENT	March 2002			March 2003		
	Total Positions Filled	Beneficiary Employees	% Beneficiary Employees	Total Positions Filled	Beneficiary Employees	% Beneficiary Employees
Community Government & Transportation	144	55	38%	138	53	38%
Culture, Language, Elders & Youth	28	22	79%	34	19	56%
Education	857	400	47%	870	397	46%
Executive & Intergovernmental Affairs	36	16	44%	36	17	47%
Finance	98	23	23%	122	41	34%
Health & Social Services	417	175	42%	463	202	44%
Housing Corporation	48	20	42%	56	20	36%
Human Resources	51	16	31%	59	19	32%
Justice	145	46	32%	166	52	31%
Legislative Assembly	25	11	44%	24	12	50%
Nunavut Arctic College	110	39	35%	118	43	36%
Public Works & Services	175	71	41%	185	70	38%
Sustainable Development	119	41	34%	116	44	38%
<b>TOTAL OF GN DEPARTMENTS</b>	<b>2253</b>	<b>935</b>	<b>42%</b>	<b>2387</b>	<b>989</b>	<b>41%</b>

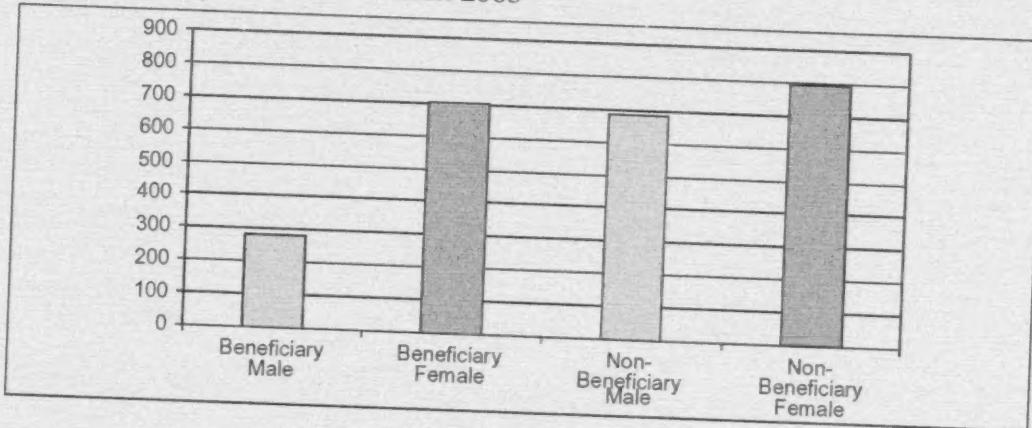
## Beneficiary Employment By Occupational Category

OCCUPATIONAL CATEGORY	2000-2001			2001-2002		
	Total Positions Filled	Beneficiary Employees	% Beneficiary Employees	Total Positions Filled	Beneficiary Employees	% Beneficiary Employees
Executive	36	15	42%	31	15	48%
Senior Management	113	23	20%	106	20	19%
Middle Management	235	45	19%	296	58	20%
Professional	791	162	20%	838	182	22%
Paraprofessional	714	396	55%	747	416	56%
Administrative Support	364	294	81%	369	298	81%
<b>TOTAL</b>	<b>2253</b>	<b>935</b>	<b>42%</b>	<b>2387</b>	<b>989</b>	<b>41%</b>

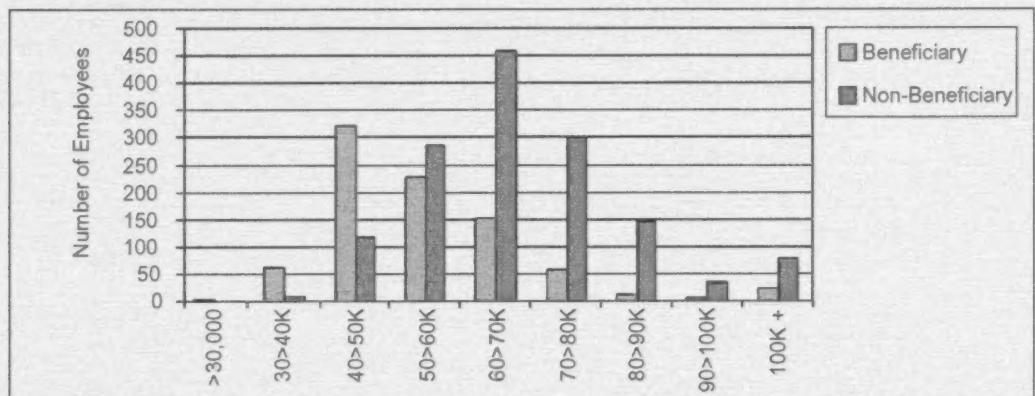
## Employees by Gender – March 2003



## Employees by Gender – March 2003

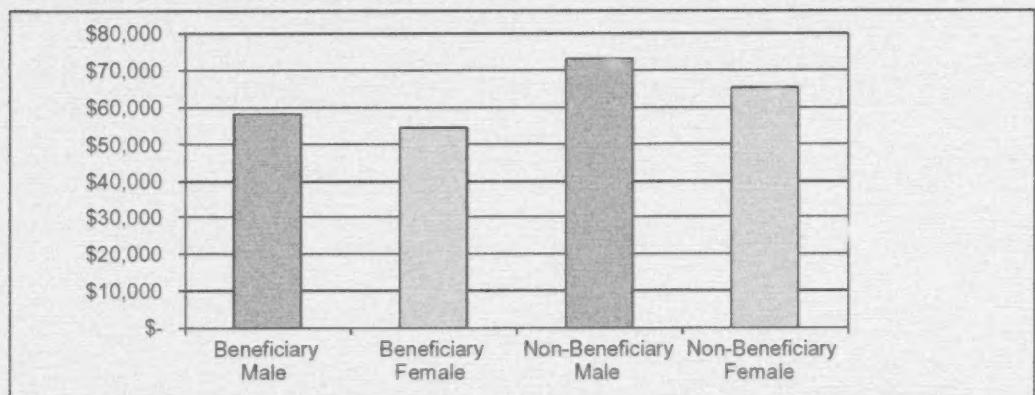


## Salary Distribution\*



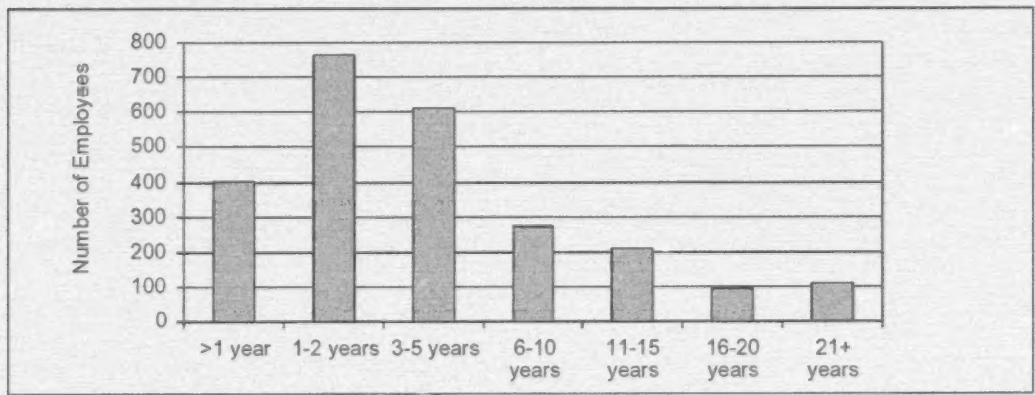
\* Full-time employees

## Average Annual Salary\*

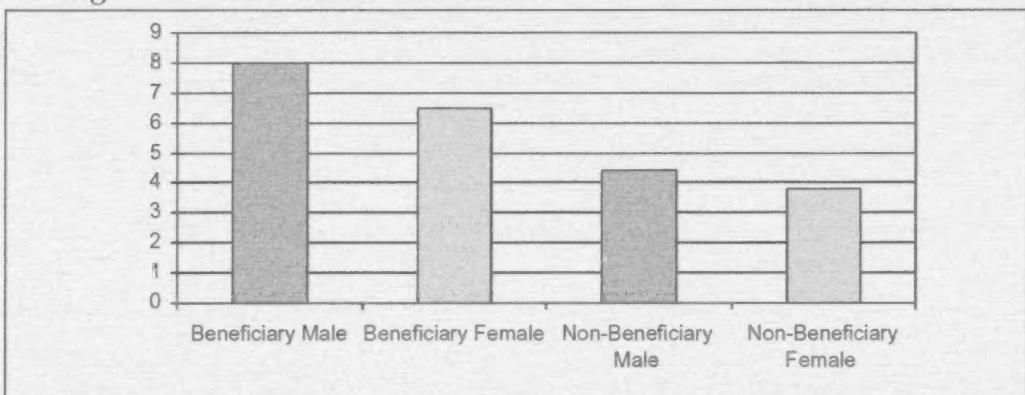


\* Full-time employees

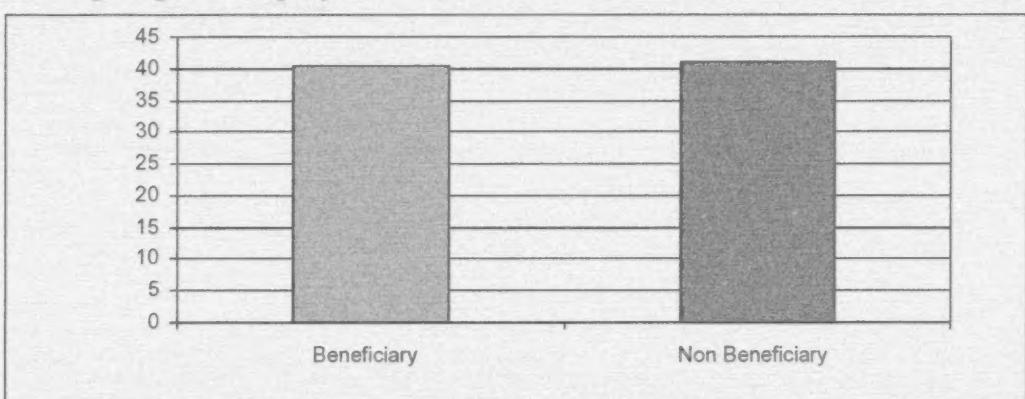
## Years of Service by Permanent Employees – March 2003



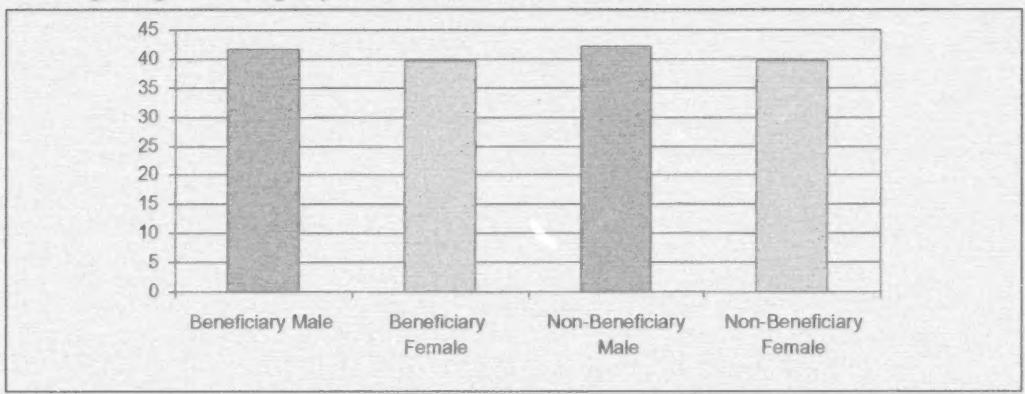
### Average Years of Service – March 2003



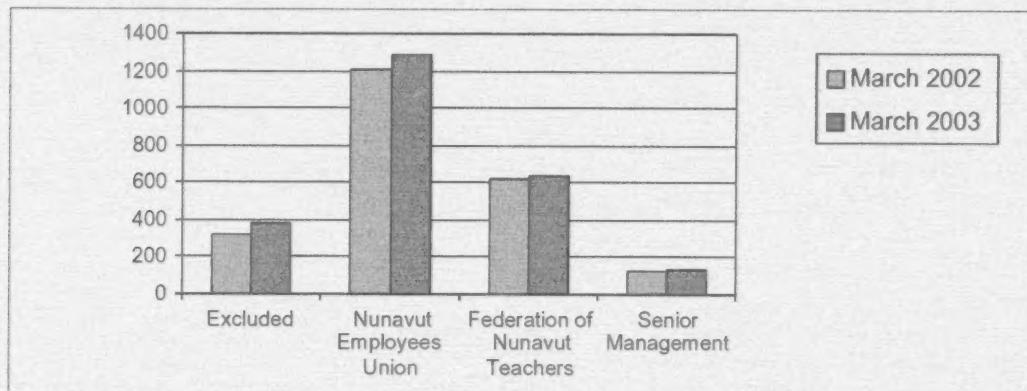
### Average Age of Employees – March 2003



### Average Age of Employees – March 2003



## Employees by Pay Group



## Employee Turnover\* by Pay Group

EMPLOYEE GROUP	Departure Rate (%) 2000**	Departure Rate (%) 2001**	Departure Rate (%) 2002**
Excluded Employees	41%	26%	19%
Federation of Nunavut Teachers	34%	21%	21%
Senior Managers	36%	19%	13%
Nunavut Employees Union	27%	34%	18%
<b>TOTAL</b>	<b>31%</b>	<b>28%</b>	<b>19%</b>

\* Employees leaving GN

\*\* Calendar Year

